

RFP Training & Certification

Evaluation Practices



OFFICE OF STATE PROCUREMENT

Who We Are

- Group of researchers and educators
- Background:
 - 20+ Years of research
 - 210+ Publications
 - 3,000+ Procurements / \$Billions
- Extensive history with:
 - Procurement & Outsourcing
 - Organizational Transformation



Does the quality and format of your RFP document matter???



Vendor Perceptions

56 Contractors

69% believe the SOW is deficient

75% believe that the State only cares about lowest price versus getting overall value

31% believe the process is fair

31% overall satisfaction rate with the State (compared to 80% with other owners)



CONTRACTOR ASSESSMENT

Regarding Experiences With The State of Tennessee

OVERVIEW

Researchers from Arizona State University conducted two separate surveys on contractors that perform work with the State of Tennessee. The first survey was performed in person (Nashville) at a general educational presentation (on August 15, 2016). During the presentation, contractors were asked to provide feedback regarding their experiences working with the State of Tennessee. The second survey was performed online (September 30, 2016), by sharing the survey link with the Associated General Contractors (AGC) of TN. The contractor responses were collected anonymously. The results of the survey are shown below.

SURVEY RESULTS

- 56 Contractors responded to the anonymous survey
- 31% believe that the procurement process is fair, and all vendors have an equal opportunity to win the contract
- 21% believe that the procurement process is clear and transparent (they understand the criteria that they will be evaluated on, and how the scoring will be performed)
- 75% believe that the State is more concerned about lowest cost rather than highest value
- 89% believe that Contractors should be awarded projects based on their overall value
- 31% believe that the Scope of Work contained in each solicitation is complete & accurate
- 42% Satisfaction with the Designers that are selected by the State of TN
- Overall Satisfaction with State of TN = 31%
- Overall Satisfaction with other Owners they work for = 80%

COMPARISON

The following table provides a comparison to 3 other Public Agencies that have performed similar vendor benchmarking and analytics.

CRITERIA	STATE OF TN	3 PUBLIC AGENCIES
1. The procurement process is clear and transparent	21%	85%
2. The procurement process is fair	31%	68%
3. The Organization is more concerned about lowest cost rather than value	75%	60%
4. Overall satisfaction with the Organization	31%	77%
5. Overall satisfaction with other Organizations	80%	79%
6. Total number of vendor responses	56	147



What impacts would this have
if you were a vendor?





If Vendor Perceive That Process Is Not Fair

Who bids

Quality of the bid

Quality of the team assigned

Quality and Performance of the services



If You Look Dangerous....





Important

The goal of the RFP is to ***attract the best*** suppliers/solutions, and provide them with the ***best opportunity*** to win the work



What Projects Are Best Suited For RFP's?



Consider 4 Project 'Traits'

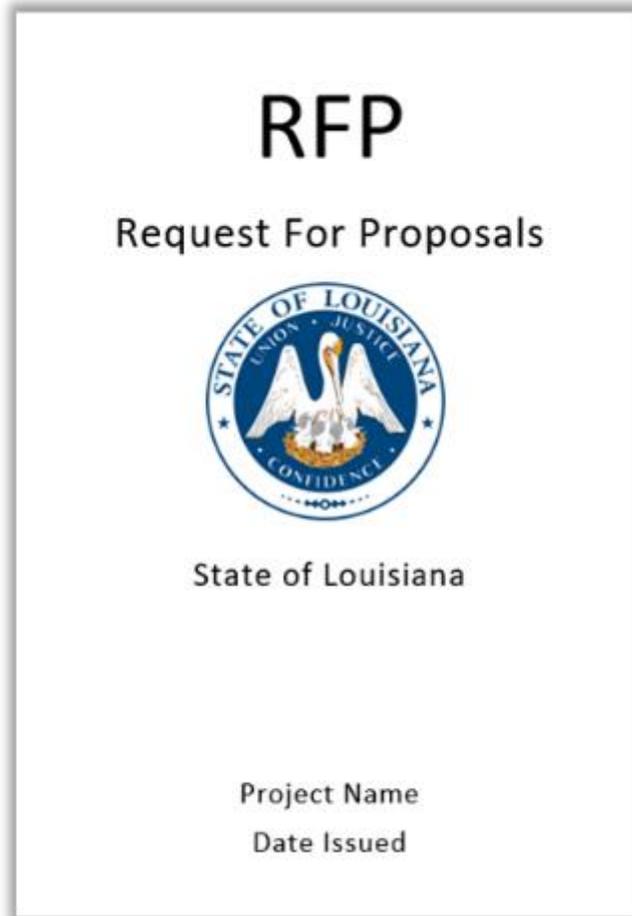
ITB
Cost Only



RFP
Best Value



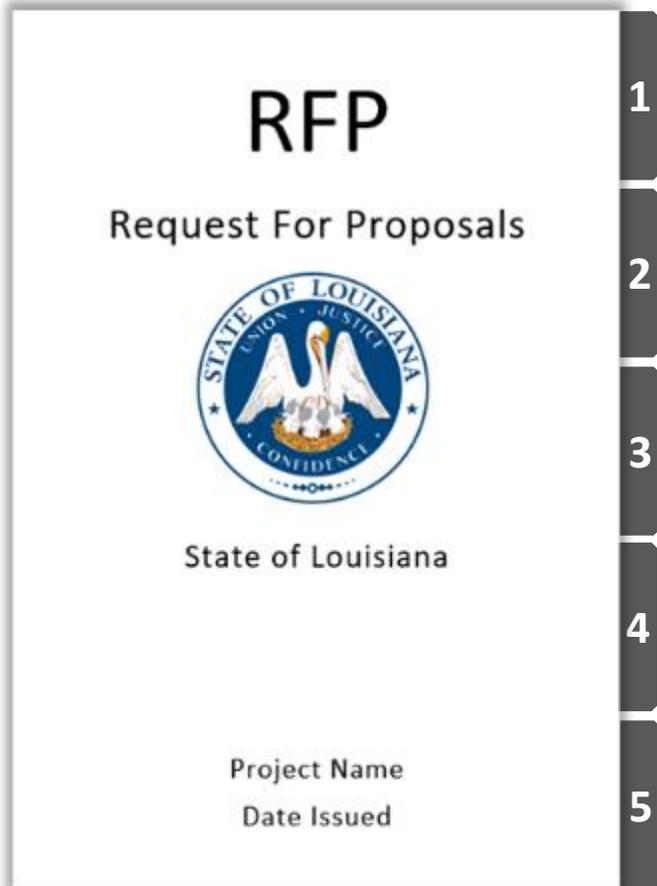
RFP Contents



Solicitations
generally contain
“5” major sections



RFP Contents



1

Administrative Requirements

“Rules” of the RFP

2

Evaluation Procedures

3

Proposal Instructions

4

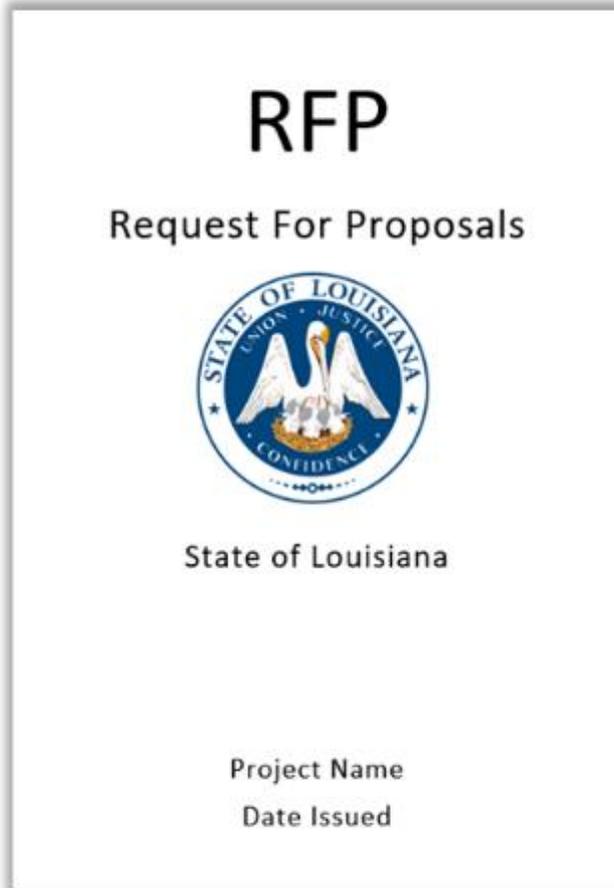
Submittal Forms & Attachments

5

Scope of Work



RFP Contents



1

Administrative Requirements

2

Evaluation Procedures

How We Will Pick

3

Proposal Instructions

4

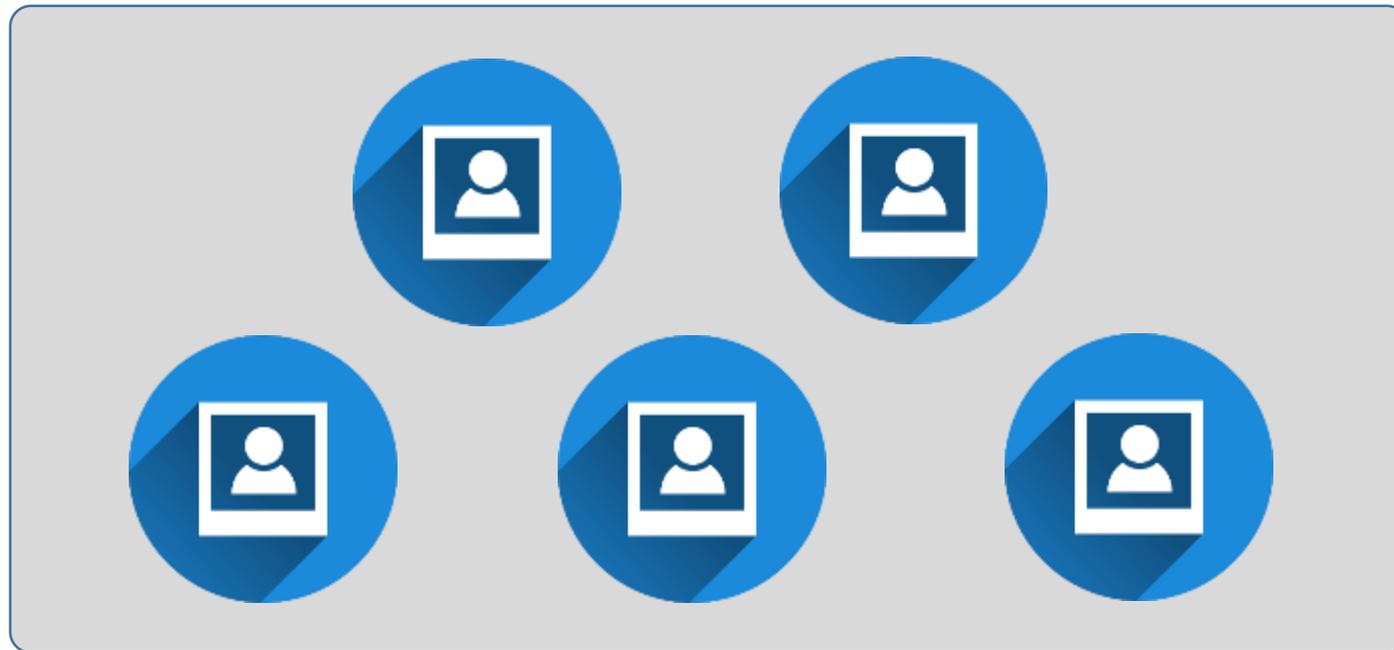
Submittal Forms & Attachments

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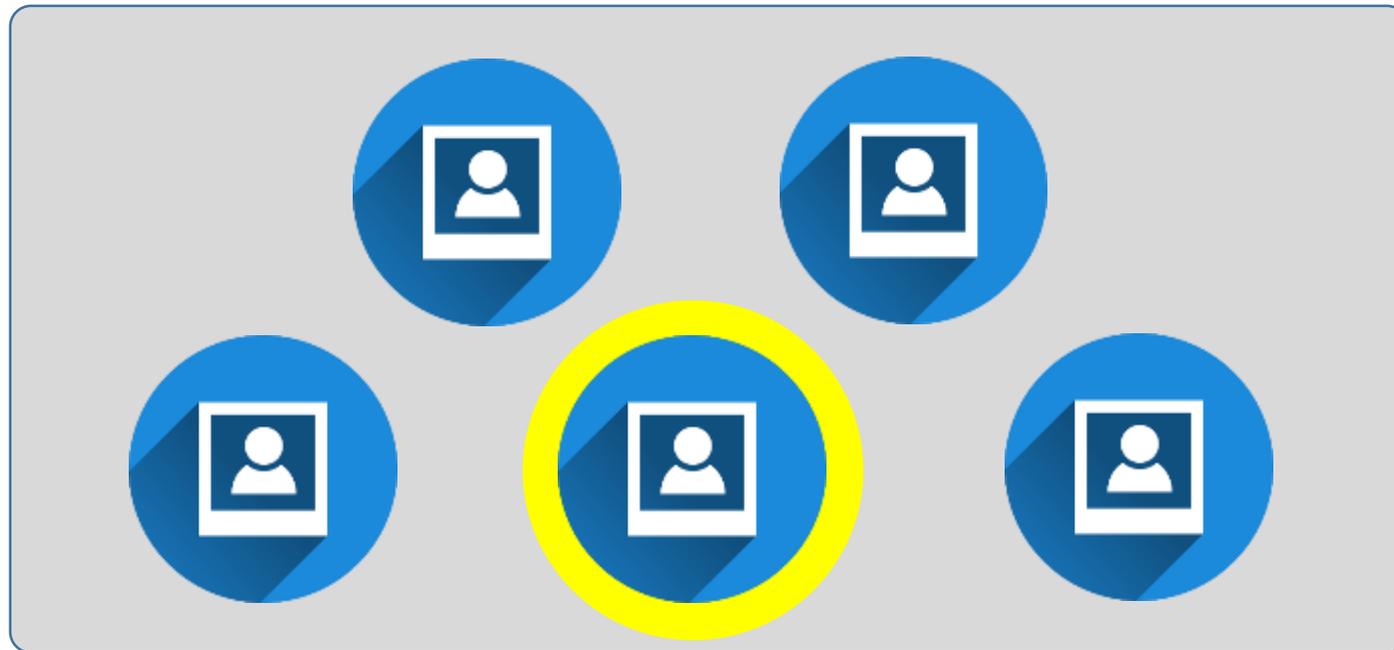
Scope of Work



If 5 Vendors Submit Proposals to Your RFP, How Do You Know Which One To Select?



If We Pick Supplier A, What Will Other Suppliers Do?

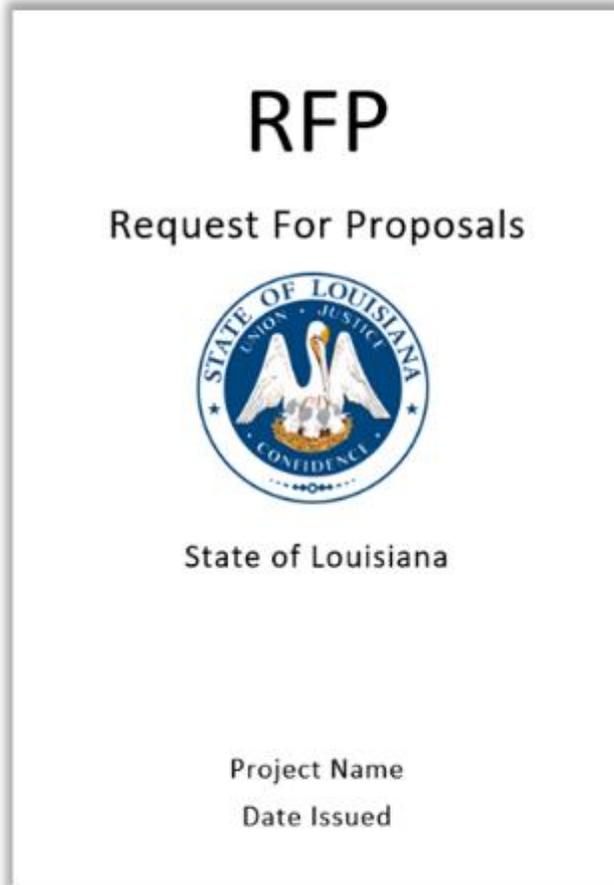


The Golden Rule

*Clearly state exactly how you are going to
evaluate & score*

*...And make sure you **follow** what you said
you would do*

RFP Contents



1

Administrative Requirements

2

Evaluation Procedures

3

Proposal Instructions

What & How to Submit

4

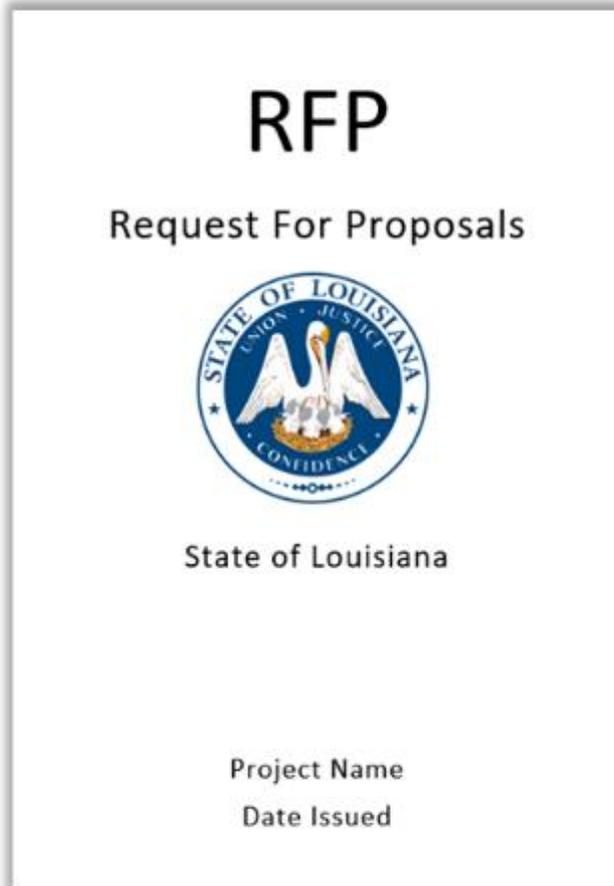
Submittal Forms & Attachments

5

Scope of Work



RFP Contents



1

Administrative Requirements

2

Evaluation Procedures

3

Proposal Instructions

4

Submittal Forms & Attachments

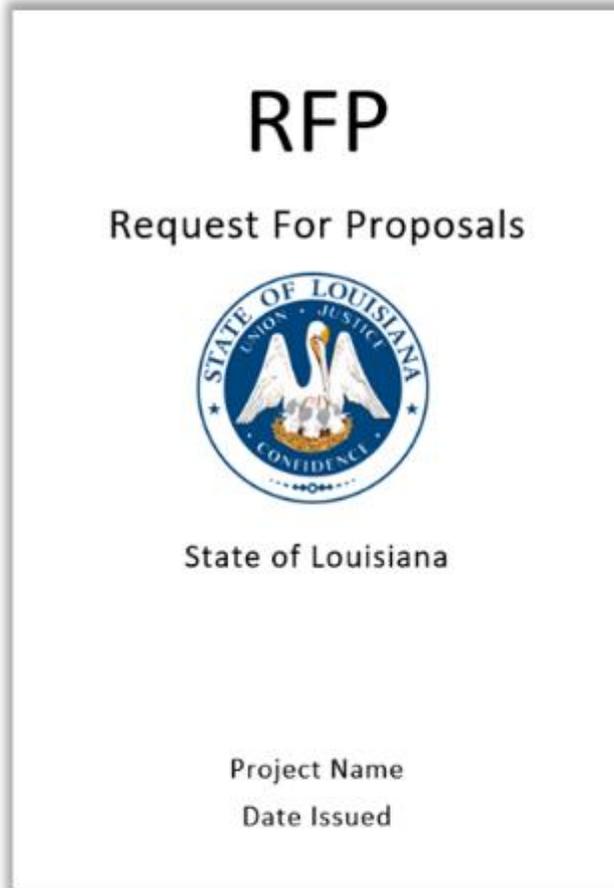
Consistent Format

5

Scope of Work



RFP Contents



1

Administrative Requirements

2

Evaluation Procedures

3

Proposal Instructions

4

Submittal Forms & Attachments

5

Scope of Work

What The Awarded
Supplier Will Do



Focus & Effort



1 Administrative Requirements

2 Evaluation Procedures

3 Proposal Instructions

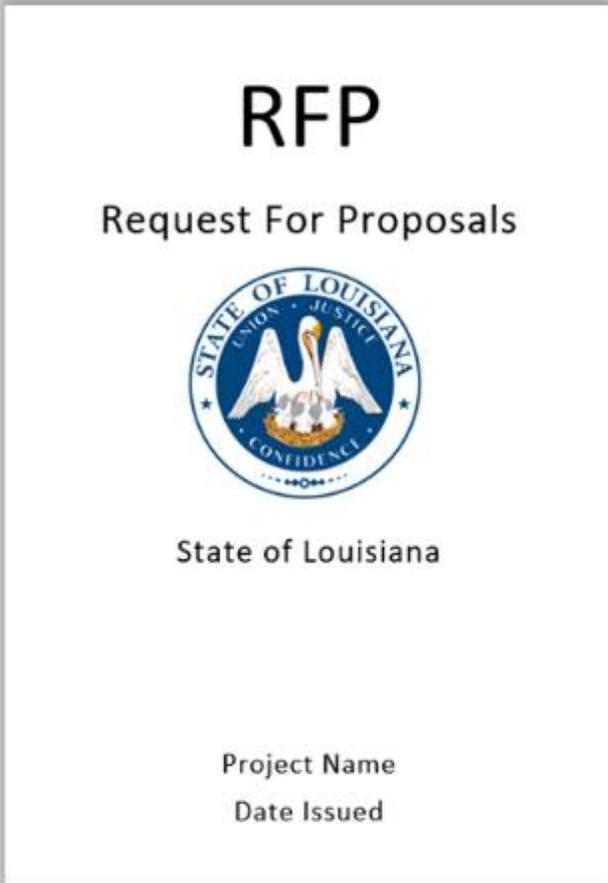
4 Submittal Forms & Attachments

5 Scope of Work

*Where
Should We
Maximize
Our Time?*



Focus & Effort



1	Administrative Requirements	
2	Evaluation Procedures	
3	Proposal Instructions	
4	Submittal Forms & Attachments	
5	Scope of Work	99%

1%

99%



Why Don't We Focus On SOW?

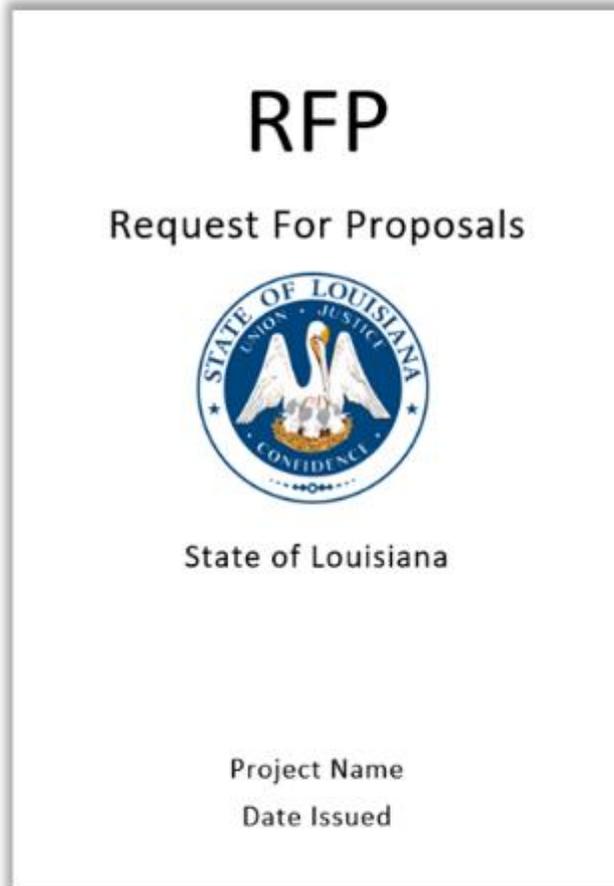


Reasons On Focusing On Non-SOW

- SOW is more difficult to prepare than other items
- Assume suppliers understand what we want
- Assume that we can have greater impact on outcome & selection (high performer vs low performer) (criteria/weights/proposal contents)



RFP Contents



1

Administrative Requirements

2

Evaluation Procedures

How We Will Pick

3

Proposal Instructions

4

Submittal Forms & Attachments

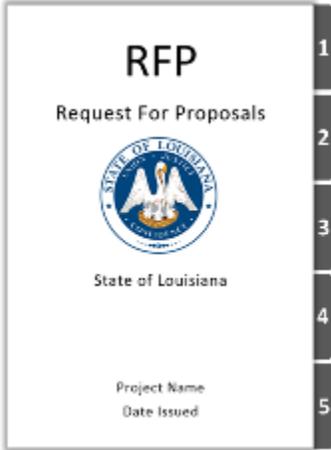
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Scope of Work



Evaluation Topics

- 1. Criteria
- 2. Weights
- 3. Scoring Procedures



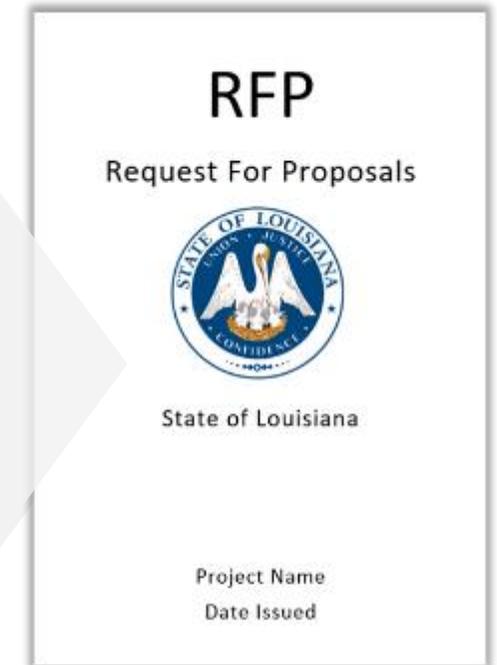
- 1 Administrative Requirements
- 2 **Evaluation Procedures** How We Will Pick
- 3 Proposal Instructions
- 4 Submittal Forms & Attachments
- 5 Scope of Work



RFP Criteria

Selection & Award

- *Schedule / Duration*
- *Past experience*
- *Resumes of staff*
- *Methodology & Approach*
- *Service approach*
- *MWBE requirements*
- *Technical requirements*
- *Financial capabilities*
- *Depth of resources*
- *Quality Control Plan*
- *Subcontractor plan*
- *Staffing plan*
- *Safety plan*
- *BIM experience*
- *Bonding and Insurance*
- *Warranty's*
- *Claims and litigation history*



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- ***Bonding and Insurance***
- ***Warranty's***
- ***Claims and litigation history***



Keep in Mind...



Sample Criteria

1. Cost proposal
2. Provide relevant information that demonstrates the company's financial ability to perform the project.
3. Include information as to debt, financial resources, bonding company, bonding capacity, Dun and Bradstreet ratings, etc.
4. Describe any litigation, arbitration, or mediation initiated by your firm (or by some other party on your behalf such as a General Contractor) in the past 5 years involving claims for additional work or cost.
5. Describe your safety plan and record.
6. Provide an overview of your project specific safety program and the initiatives your company will be taking.
7. Describe the company's recent experience with (similar) projects, and specifically describe how this experience will add value for this project.
8. Provide references from the general contractor and architect for each (minimum of 3 examples).
9. Provide example cost estimates from past projects to demonstrate expertise and ability to accurately predict costs.
10. Describe the depth of resources of the company (number of personnel, size and locations of shops, shop capacity, innovative technologies used by the firm, etc.).
11. Provide a detailed description of your management approach to this project.
12. Provide an organizational chart for your company's approach to this project.
13. Provide a listing of the key individuals that will provide project management oversight and their level of involvement (total hours).
14. Include resumes for each individual.
15. Provide a brief description of roles and responsibilities of the key individuals that will be assigned to provide construction services (including project managers, quality control inspectors, safety director, site supervision, etc.).
16. Provide an overview of anticipated utilization of non-productive foremen and how the field work will be serviced.
17. Outline your company's project management approach which demonstrates commitment to successful project completion.
18. Highlight specific areas of work / activities that are critical to schedule adherence. Describe approach to manage these activities to ensure on-time delivery.
19. Describe your methodology for establishing and managing a Gantt chart. What is your approach to managing issues when the completion of the Gantt chart is not met?
20. Describe how your company plans to measure and track the productivity of the labor force and report those figures on a regular basis.
21. Identify areas from similar past projects where productivity was adversely affected and explain how your company adjusted to rectify the situation.
22. Propose an incentive program for your company's efforts to increase productivity/efficiencies
23. Describe your firm's experience with Building Information Modeling (BIM).
24. Describe any specific recommendations for prefabrication or modularization.

Why Do Clients Ask For So Much???



Why Do Clients Want So Much

1. That is what we asked for in the past
2. Best guess at what we think we should ask
3. We are trying to avoid mistakes from past projects



Requesting Large Amounts of Information

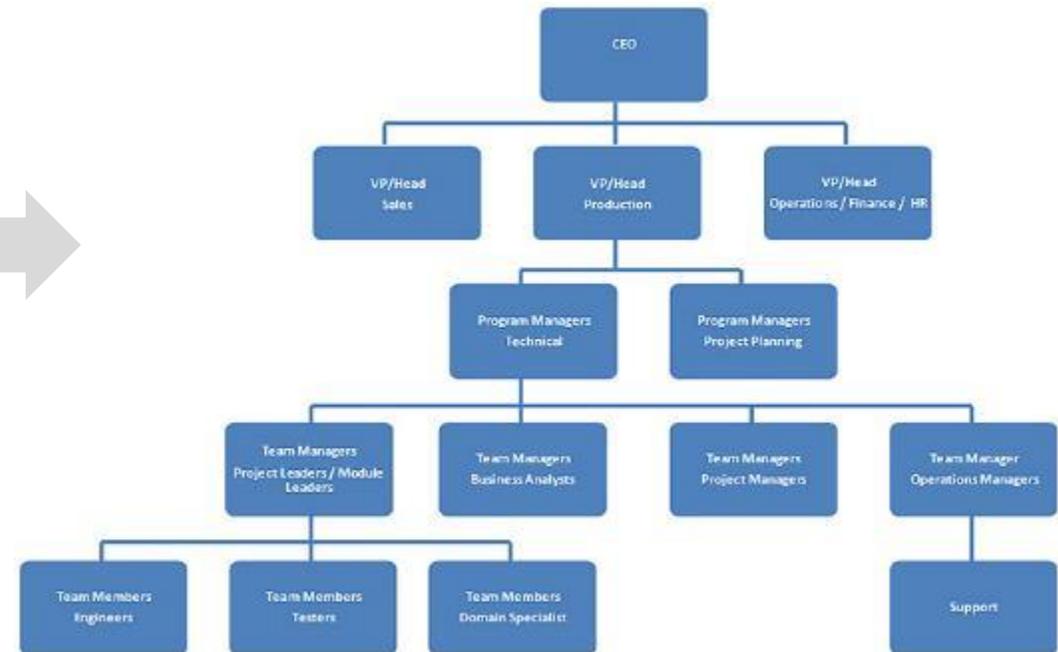
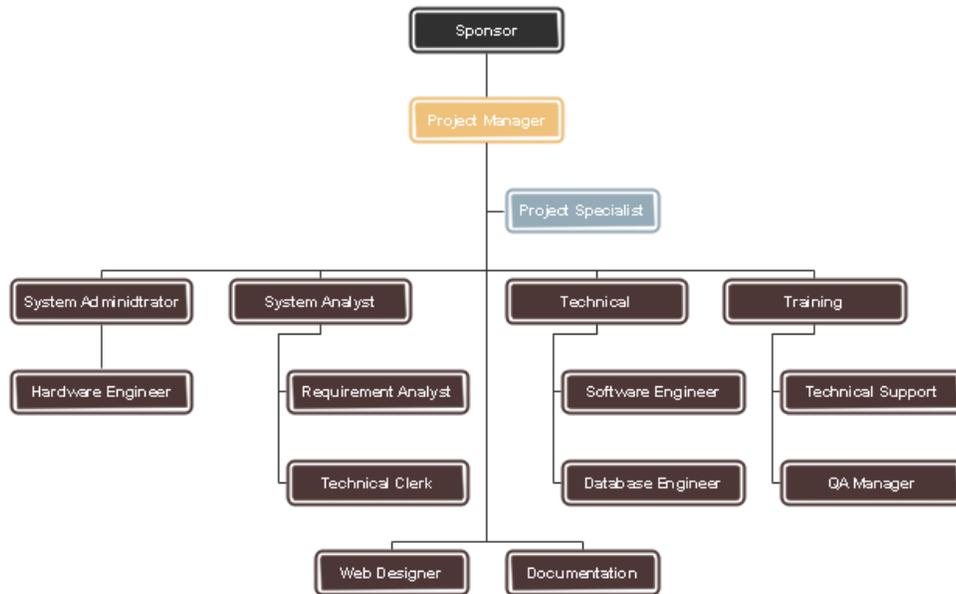
- Increases the volume/size of the proposal
- Increases amount of time spent by vendors (too much work can result in low participation response)
- Increases amount of time spent evaluating responses
- Doesn't help you hire the 'best' vendor



...And How Will You Actually Evaluate
This Information?



Org Chart



Staffing Plan

Role	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13	W14	W15	W16	W17	W18	W19	W20	W21	W22	W23	W24	W25	W26	W27	W28
Program Manager	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Architect	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Software Developer																												
UX Architect	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Database Architect	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Integration Architect	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Software Lead	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Software Tester	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Functional Lead	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Business Analyst	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Project Manager	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

11 personnel

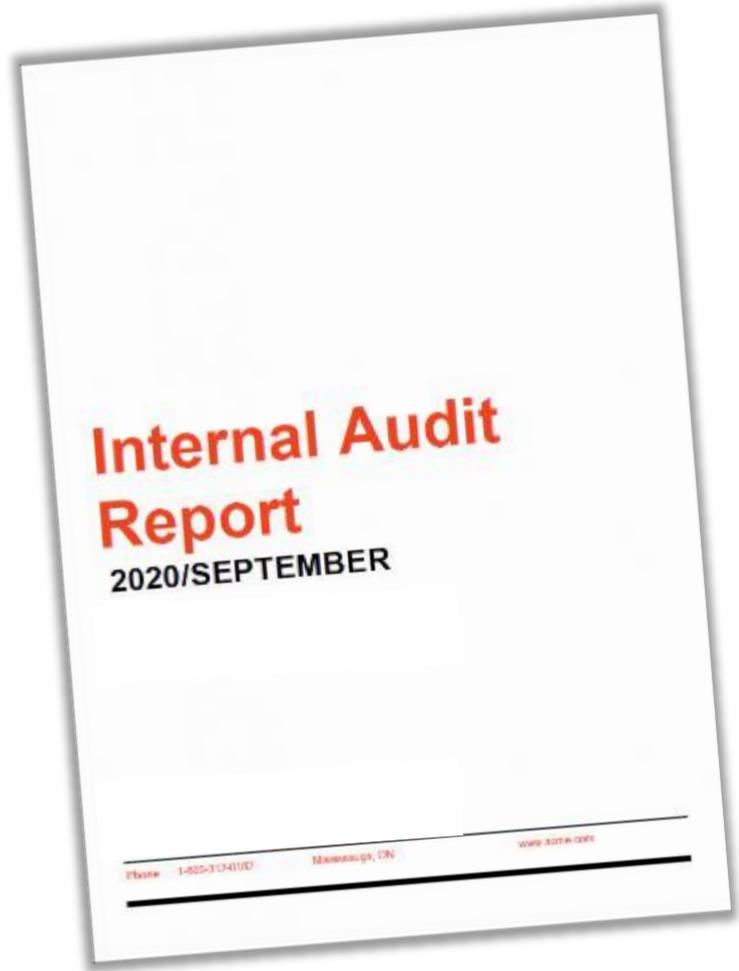


SUPERVISION						
Action	Target Date	Person(s) Accountable	Alert Level	# of Days Remaining	Completion Date	Status Updates
Request Account created (for e-procurement) https://accounts.commerce.state.la.gov/	10-Jul-17	VP Paul	10	17		
Request Units from Operations Coordinator	10-Jul-17	VP Paul	10	17		
Determine which portfolio Account falls under Operationally	complete	VP Paul	10	17		
Order Blackberry/Radix	10-Jul-17	VP Paul	10	17		
Order songs for Mr. Manget	10-Jul-17	VP Paul	10	17		
Order Time Clock/Biometric hand scanner	10-Jul-17	VP Paul	10	17		
Purchase personal protective equipment	10-Jul-17	VP Paul	10	17		
Office & Supplies for Client	10-Jul-17	VP Paul	10	17		
Order desk, chair, filing cabinet etc.	10-Jul-17	VP Paul	10	17		
Review/Review work Up Issues with IT on Inquest options	28-Jul-17	VP Paul	10	17		
Ask Department (Administrative)	28-Jul-17	VP Paul	10	17		
Set up Operating Report	01-Aug-17	VP Paul	10	17		
Standard Operations Manual	10-Aug-17	VP Paul	10	17		
Review/Review & Mgmt	26-Jul-17	VP Paul	10	17		
Justice Dept. Set Up	26-Jul-17	VP Paul	10	17		
Weekly Cycle Cleaning Program	01-Aug-17	VP Paul	10	17		
Monthly Cycle Cleaning Program	01-Aug-17	VP Paul	10	17		
Project Cleaning Schedule	01-Aug-17	VP Paul	10	17		
Provide ing teams with wage and hour worksheets, supply budgets etc...	10-Jul-17	VP Paul	10	17		
Review Inventory	25-Jul-17	VP Paul	10	17		
Schedule Start	17-Jul-17	VP Paul	10	17		
Event stations - label equipment	28-Jul-17	VP Paul	10	17		
Set up for Client Control System	28-Jul-17	VP Paul	10	17		
Set up for Log	28-Jul-17	VP Paul	10	17		
COST CONTROL						
Action	Target Date	Person(s) Accountable	Alert Level	# of Days Remaining	Completion Date	Status Updates
Review Janitor and Storage rooms, hallways, door openings etc to ensure proposed equipment makes sense	10-Jul-17	VP Paul	10	17		
Review expenses and supplies needed (Paper Towels, Toilet tissue, plastics, cleaning chemicals)	10-Jul-17	VP Paul	10	17		
Order Large Capital Equipment	10-Jul-17	VP Paul	10	17		
Order Software Items-Vacuums, carts etc	07-Jul-17	VP Paul	10	17		
Budget Preparation	Completed	VP Paul	10	17		
Budget Confirmation - Startup budget/Review projected costs with Opt team	Completed	VP Paul & GMI	10	17		
Review Financial Review and of log, full collection	07-Jul-17	VP Paul & GMI	10	17		
Set up Hours Worksheet Report	08-Jul-17	VP Paul & GMI	10	17		
Review Wage Schedule	10-Jul-17	VP Paul & GMI	10	17		
Payroll Schedule for U of O	14-Jul-17	VP Paul & GMI	10	17		
Set up Supply Order Procedures	15-Jul-17	VP Paul	10	17		
Inventory Control Procedure	15-Jul-17	VP Paul	10	17		
Setup Supply and Equipment rooms	10-Jul-17	VP Paul	10	17		
Receive Equipment	17-Jul-17	VP Paul	10	17		
Asset List & Serial Numbers	17-Jul-17	VP Paul	10	17		
Label Equipment & Review Manuals	17-Jul-17	VP Paul	10	17		
SUPPORT TEAM						
Action	Target Date	Person(s) Accountable	Alert Level	# of Days Remaining	Completion Date	Status Updates
Determine Startup team	01-May-17	VP Paul	done	done	24-May-17	
Determine Startup team schedule	02-May-17	VP Paul	done	done	02-Jun-17	
Book hotel and travel arrangements	15-Jul-17	Admin	10	20		

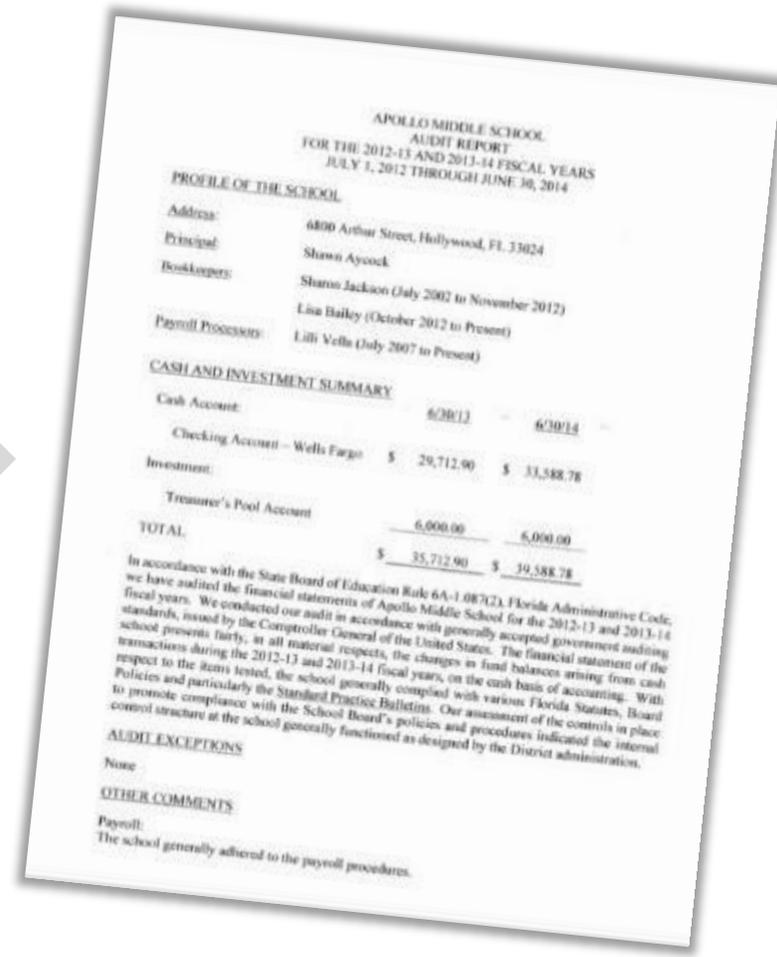
40+ personnel



Reports



17-Page Report



34-Page Report



Case Study

(High Tech Facility - \$ Billion)

Contents included:

1. Cost
2. BIM Experience
3. Capacity
4. Innovation
5. Prefab
6. CX, QA, QC Processes
7. Management Approach
8. GMP Management
9. Cost Control Approach
10. Similar Experience
11. Contract Exceptions
12. Goals
13. KPI
14. Insurance
15. Safety Plan



Time Spent Evaluating:

2.5 Weeks

Deviation in Safety Plan Score:

1.52%



Not All Criteria Is Useful At Differentiating!

Reviewed & Negotiated



Scores = 9.1 | 9.0 | 9.2

Evaluated



Scores = 3.1 | 6.7 | 9.2

RFP Criteria

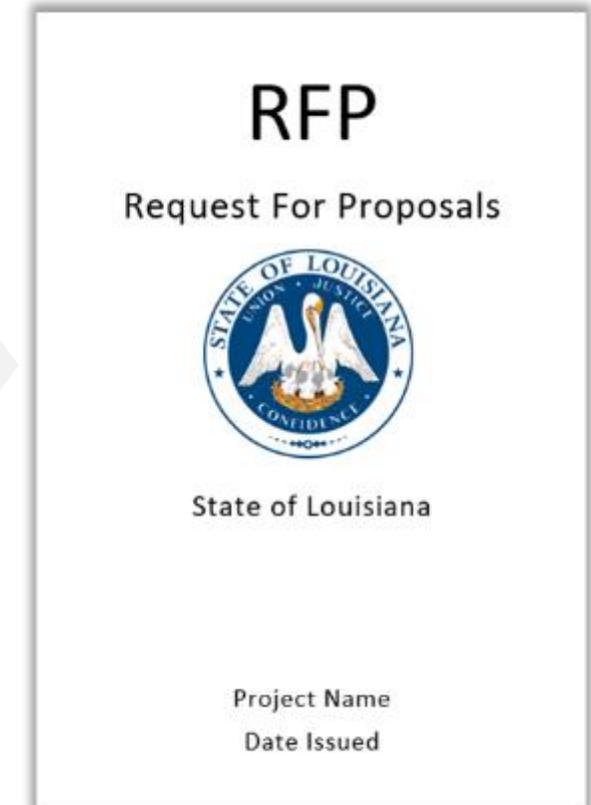
Selection & Award

- *Schedule / Duration*
- *Past experience*
- *Resumes of staff*
- *Methodology & Approach*
- *Service approach*
- *MWBE requirements*
- *Technical requirements*
- *Financial capabilities*
- *Depth of resources*
- *Quality Control Plan*
- *Subcontractor plan*
- *Staffing plan*
- *Safety plan*
- *BIM experience*
- *Bonding and Insurance*
- *Warranty's*
- *Claims and litigation history*



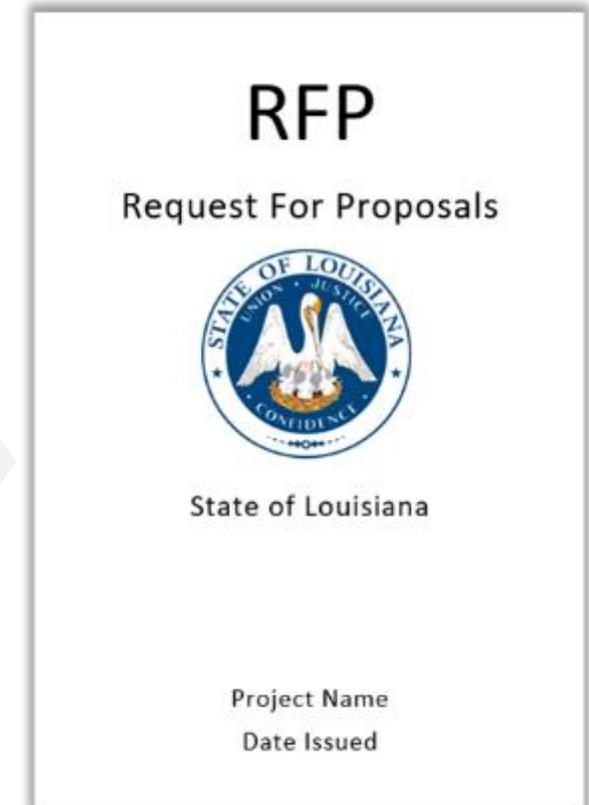
3 Core Factors

- 1. *Financial Proposal (Cost)***
- 2. *Veteran and Hudson Initiative (LA Preference)***
- 3. *Technical Proposal***



2-5 Subfactors

1. ***Financial Proposal (Cost)***
2. ***Veteran and Hudson Initiative (LA Preference)***
3. ***Technical Proposal***
 - ***Subfactor 1***
 - ***Subfactor 2***
 - ***Subfactor 3***



References / Past Performance

- Submit 5 'similar' references
 - Name
 - Title
 - Phone
 - Email
 - Fax

SUBMITTAL FORM I
Past Performance Questionnaire

LSDFP has requested past performance information on vendors. The vendor listed below has identified you as a client for which they have previously performed work for. We would appreciate you taking the time to complete this survey.

PART A - VENDOR NAME
Name of Vendor: _____

PART B - PROJECT BACKGROUND
Client Name: _____
Project Name: _____
Location (City/State): _____
Contract Number: _____
Project Size (\$): _____

PART C - REFERENCE EVALUATION
Please rate your overall level of satisfaction on a scale of 1 to 10 (with 10 representing that you were very satisfied and 1 representing that you were very dissatisfied).

CRITERIA	100%	50%	0%
Ability to manage costs	(1-10)		
Ability to manage schedule	(1-10)		
Ability to meet quality requirements	(1-10)		
Overall customer satisfaction	(1-10)		

Please provide any additional comments (concerns, anything you would do differently, the greatest impediments/challenges that were encountered, accomplishments, etc.):

Name of contact person: _____ Title: _____ Phone/Fax: _____ E-mail: _____

Thank you for your time and effort in assisting us in this important endeavor.
Please return the completed survey to: [The Vendor should enter a valid fax or email here](#)



References / Past Performance

- Submit 5 'similar' references



Scores = 9.1 | 9.0 | 9.2



Scores = 3.1 | 6.7 | 9.2

SUBMITTAL FORM I
Past Performance Questionnaire

LSORP has requested past performance information on vendors. The vendor listed below has identified you as a client for which they have previously performed work for. We would appreciate you taking the time to complete this survey.

PART A - VENDOR NAME
Name of the client: _____

PART B - PROJECT BACKGROUND
Client Name: _____
Project Name: _____
Location (City/State): _____
Contract Number: _____
Project Size (\$): _____

PART C - REFERENCE EVALUATION
Please rate your overall level of satisfaction on a scale of 1 to 10 (with 10 representing that you were very satisfied and 1 representing that you were very dissatisfied).

CATEGORY	ONE	TEN
Ability to manage costs	(1-10)	
Ability to manage schedule	(1-10)	
Ability to meet quality requirements	(1-10)	
Overall customer satisfaction	(1-10)	

Please provide any additional comments (concerns, anything you would do differently, the project's impediments/challenges that were encountered, accomplishments, etc.): _____

Name of respondent: _____ Title: _____ Phone Number: _____ Signature: _____

Thank you for your time and effort in providing us with this important feedback.
Please return the completed survey to: [The Vendor should enter a valid fax or email here](#)



Experience & Qualifications

- Provide the qualifications and experience of your company
- Provide the qualifications and experience of your key personnel that will be assigned to this contract



Approach & Methodology

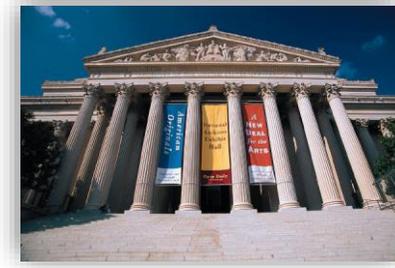
- Provide a brief roadmap, which describes the general approach (major activities or tasks), which will be utilized to successfully deliver the Project.
- Demonstrate understanding of the requirements, and plan for meeting these requirements.
- Include a high-level schedule/information that outlines the major tasks, activities, or phases that will be performed (to meet the State's expectations - cost, time, quality, etc.).



Obstacles, Challenges, & Risks

- Identify and address issues, concerns, challenges, obstacles, or risks that may impact the successful delivery of this project.
- Prioritize these items that are unique and applicable to this project.
- Includes areas that may cause the project to not be completed on time, not finished within budget, generate any change orders, or may be a source of dissatisfaction for the State.





Example

Controllable Risk

- **RISK:** Noise from our demolition may result in student/staff complaints (since we will be doing demo in an in-operational library during finals week).
- **VENDOR 1 Solution**

Partnering is a key to success on any project. We will work with the user to develop the best strategies that can be implemented to minimize the impact of noise from demolition.
- **VENDOR 2 Solution**

To minimize this risk, we have planned to demolition during off hours and weekends. We will also install rubber sheets on the floors and foam pads around the wall to diminish noise and vibrations.



Examples

- **Risk:** Without adequate training, users may not comprehend how to use the new system.
- **Vendor A Solution:** We will provide a thoughtful training plan that offers creative ways to drive change management and enhance learning retention. Our implementation approach also empowers the Client to deliver ongoing training assistance to the user community to keep utilization of the system effective.
- **Vendor B Solution:** We have devised a training program that we have successfully executed on our past 7 implementations. We place users in a 1hr interactive in-person training (we will provide all users with laptops that have the system pre-loaded), and follow up this training with a brief exam. Any user that scores below an 80%, we will then target them for additional hands on training. This approach has lead to an overall adoption rate of 95% in less than 3 months.



Value Assessment Plan

- Opportunity to identify any added value
- This may include ideas or suggestions on alternatives in implantation strategies, timelines, project scope, equipment, goals, financing, etc.
- NOT included in the cost proposal.



Example: Value Added Items

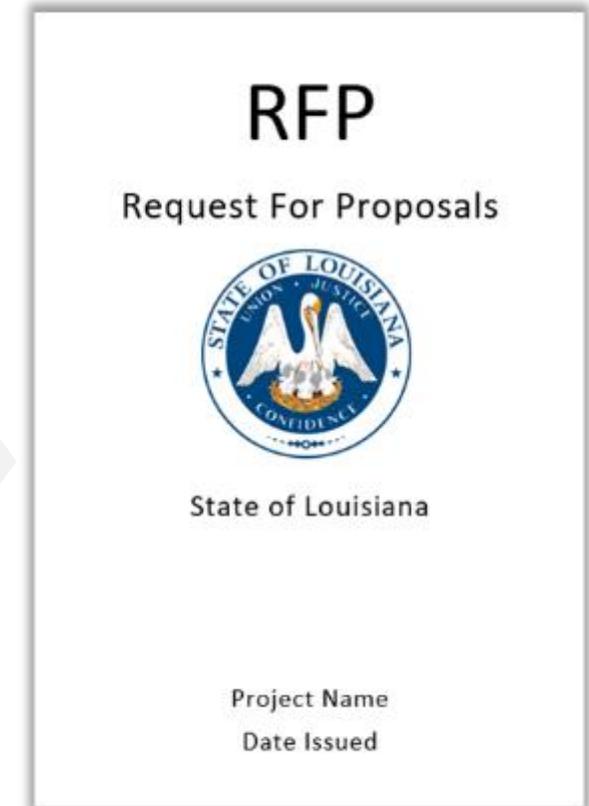


- Reroofing this building will not stop all water leaks. The majority of the leaks are caused by cracks in the parapet walls, broken/missing glass, and poor caulking. We can repair/replace all of these issues to minimize all water leaks, for a minimal impact to time/funding.



2-5 Subfactors

1. ***Financial Proposal (Cost)***
2. ***Veteran and Hudson Initiative (LA Preference)***
3. ***Technical Proposal***
 - ***Subfactor 1***
 - ***Subfactor 2***
 - ***Subfactor 3***



Remember...The Goal Is Less



Should We Assign Page Limits?



Proposed Project Team

1. Provide a project organizational chart identifying the dedicated project team
2. List key office and field individuals who will serve as the principal contacts for this contract and describe relevant qualifications and experience to act in this role. Note, project team selections should be based on qualifications to match project scope and may vary for individual projects listed in Section I.
3. For each team member: Identify length of employment with firm, years of healthcare industry experience and years of overall construction experience. List all relevant certifications held.
4. Describe your proposed team's current workload on other projects and demonstrate your firm's ability to fully engage and complete this project per the proposed schedule. For each proposed individual among the project team, indicate the approximate percentage of monthly time allocated for this project.
5. Provide a summary of recent, relevant experience for both the organization and proposed team. Demonstrate experience through at least three projects of comparable scope and complexity during the past five years. For all projects referenced for team members, include only projects in which proposed team members actively participated for the entire project, and identify the specific role each team member held on each project. Describe how each experience is relevant and beneficial to the work included in this RFP.



Topics

1. Criteria

2. Weights

3. Scoring Procedures



General Recommendations

- 1 Financial / Cost Proposal (25%)
- 2 Technical Proposal (63%)
- 3 Veteran and Hudson Initiative Preference (12%)



Discussion Relative Importance

Past Performance
vs
Current Capabilities



Discussion Relative Importance

Interviews vs Current Capabilities



When Projects Go Well...



People Drive Success



Interviews vs Presentations



How Many People To Interview?



1-3 Individuals Will Be Adequate On Most Projects



Don't Get Carried Away!!!

Large IT Case Study: 20 Individual Per Vendor!

- **Account Executive:** Responsible for management of the account relationship with the owner
- **Project Manager:** Responsible for leading and tracking the day-to-day activities, including overall performance and contract compliance
- **Solution Architect:** Responsible for designing the overall scalable solution and integration with other the owner systems, including security and technical architecture
- **Functional Lead (4):** Responsible for managing and implementing all functional aspects of the implementations, such as analysis, design, configuration, and all levels of solution testing during the implementation
- **Technical Lead (4):** Responsible for managing and implementing all technical aspects of the solution, ensuring that the solution follows the technical architecture as designed.
- **Organizational Change Management Lead:** Responsible for designing, managing, and implementing OCM activities
- **Training Lead (4):** Responsible for designing, managing, and implementing training activities per the Proposer's training strategy
- **Testing Lead:** Responsible for designing and managing testing activities to support the lifecycle of the implementation (unit, system, UAT, performance, etc.).
- **Quality Assurance Lead:** Responsible for designing and implementing the QA processes
- **ERP Software Lead:** Representatives from ERP software vendor
- **Innovation Lead:** Responsible for establishing innovation methodology and roadmap



Example

Criteria	Weight
Cost	25%
Approach & Methodology (Proposal)	20%
Experience (Proposal)	10%
References (Proposal)	5%
Interview – Key Personnel	35%
Demonstrations	5%
	100%



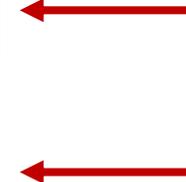
Example

Criteria	Weight
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Experience (Proposal)	10%
References (Proposal)	5%
Interview – Key Personnel	35%
Demonstrations	5%
	100%



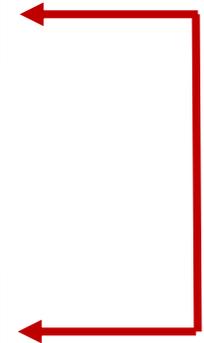
Example

Criteria	Weight
Cost	25%
Approach & Methodology (Proposal)	20%
Experience (Proposal)	10%
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Interview – Key Personnel	35%
Demonstrations	5%
	100%



Example

Criteria	Weight
Cost	25%
Approach & Methodology (Proposal)	20%
Experience (Proposal)	10%
References (Proposal)	5%
Interview – Key Personnel	35%
Demonstrations	5%
	100%



Topics

1. Criteria

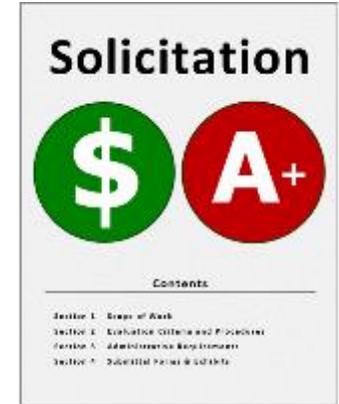
2. Weights

3. Scoring Procedures



Evaluation Committee

- Evaluate and score:
 - **Written proposal responses**
 - **Interviews and presentations**
 - **Product demonstrations**



How Many Evaluators Should We Have?

Recommendation

5



Small or Simple or Low-Risk



Large or Complex or High-Risk



General Recommendation



Who Should Be On Committee?

Who Should Be Selected

- Project Manager, Client, End User, or Sponsor
- Additional individuals that will be involved or impacted by the project
- May want an individual that isn't impacted (neutral/impartial/unbiased rating)



Who Should Not Be On Committee?

Who Should NOT Be Selected

- Executive's and Directors
 - Too difficult to coordinate schedules
 - Will rarely stick to schedules
 - Can significantly impact other evaluators



Case Study

- ERP Software Integration (\$100 Million)
- 12 Senior Executives
- Agree to schedule upfront, but could not stick to the dates (emergency meetings, vacations)
- Procurement delayed over 4 months



Who Should NOT Be Selected

- Executive's and Directors
 - Too difficult to coordinate schedules
 - Will never stick to schedules
 - Can significantly impact other evaluators
- SME's



Challenges With SME's

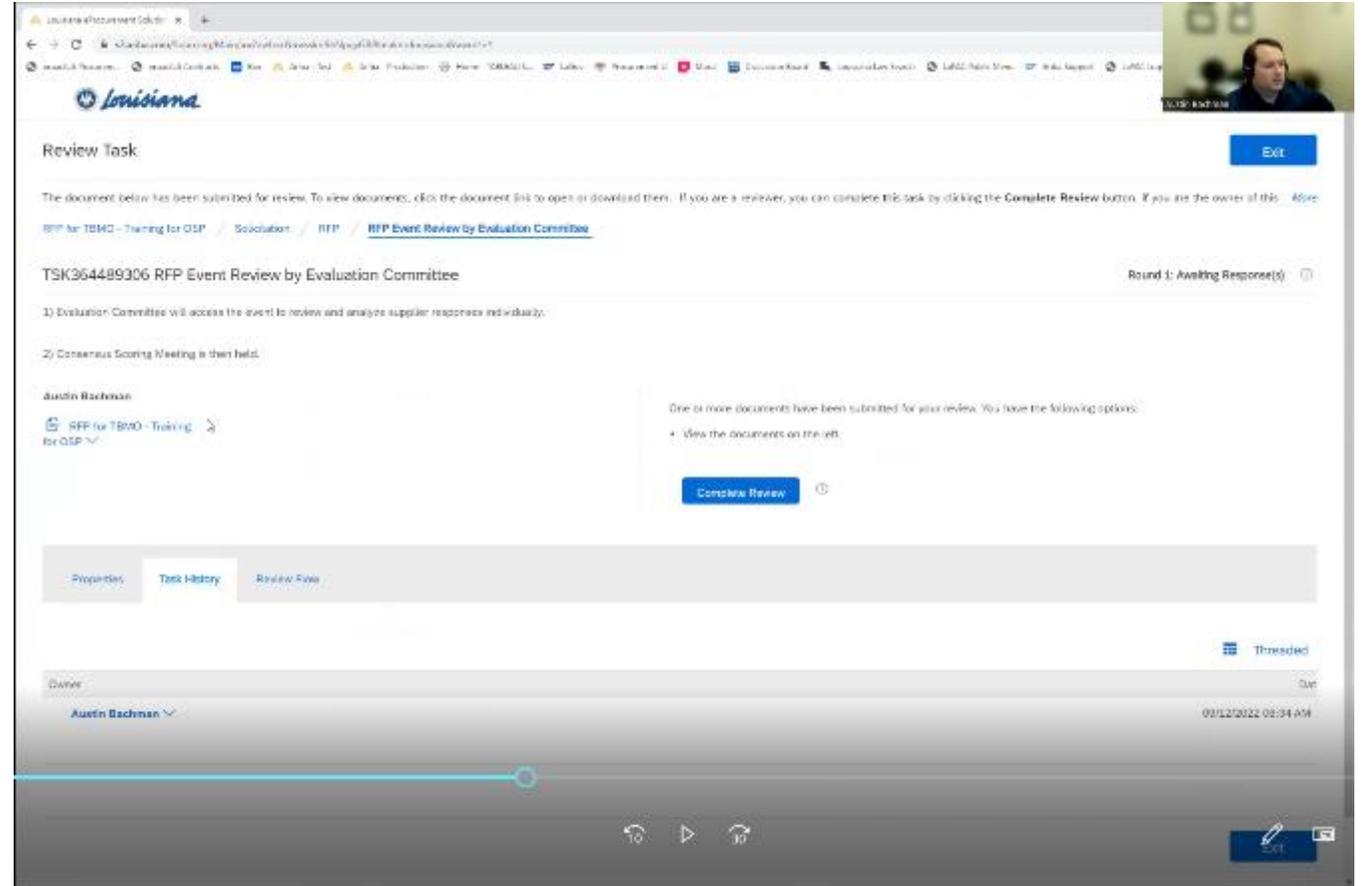
- Believe that they know more than anybody
- Extremely difficult to minimize their bias/subjectivity
- They will try to influence other evaluators
- Already know who they want to hire or what product to select



Scoring

Email Notification

- Informing the Evaluator that a task needs to be performed
- Link attached





Austin Bachman

Review Task

Exit

The document below has been submitted for review. To view documents, click the document link to open or download them. If you are a reviewer, you can complete this task by clicking the **Complete Review** button. If you are the owner of this [More](#)

[RFP for TBMO - Training for OSP](#) / [Solicitation](#) / [RFP](#) / [RFP Event Review by Evaluation Committee](#)

TSK364489306 RFP Event Review by Evaluation Committee

Round 1: Awaiting Response(s) ⓘ

- 1) Evaluation Committee will access the event to review and analyze supplier responses individually.
- 2) Consensus Scoring Meeting is then held.

Austin Bachman

RFP for TBMO - Training for OSP ▾

- Action
- Grade**
- Monitor

One or more documents have been submitted for your review. You have the following options:

- [View the documents on the left.](#)

Complete Review ⓘ

[Properties](#) [Task History](#) [Review Flow](#)

Threaded

Owner	Date
Austin Bachman ▾	09/12/2022 08:34 AM



10 || 30

Exit

Evaluation Module

Browser tabs: Home - TABLEAUS... LaGov Procurement U Mural Discussion Board Louisiana Law Search LaPAC Public Menu Arriba Support LaPAC Log

Navigation: Home - TABLEAUS... LaGov Procurement U Mural Discussion Board Louisiana Law Search LaPAC Public Menu Arriba Support LaPAC Log

Buttons: Submit Cancel Save as Draft

Video Feed: Austin Bachman

Choose how you want to grade:

- Grade by Content Grade by Participants Grade Offline Using Excel

You can use Microsoft Excel to grade supplier responses offline. You can choose to export the gradable content only, or export the gradable and non-gradable content into the same Microsoft Excel file. After you complete grading supplier responses, [More](#)

Step 1. Download gradable content only.

Step 2. Select participants

Participants

<input type="checkbox"/> Organization ↑	Contact	Last Export Date	Last Import Date
<input type="checkbox"/> AJOH Inc	Austin Bachman	9/12/2022 1:44 PM	
<input type="checkbox"/> Bachman and Associates	Austin Bachman	9/12/2022 1:44 PM	
<input type="checkbox"/> Office of State Procurement	Chris Wuchte	9/12/2022 1:44 PM	

Step 3. Click [here](#) to download your RFP for grading in an Excel spreadsheet.

Skip this step if you want to import a previously downloaded file.

Click to [download existing supplier attachments in a Zip file](#).

Skip this step if you do not want to work with supplier attachments.

Step 4. Edit the Excel Spreadsheet and save the file to your computer.

Step 5. Click **Browse** and locate the saved Excel file on your computer.

Choose File | No file chosen

Step 6. Click **Import** to import grades from the Excel file into your RFP.

Import



Grade Responses

Choose how you want to grade:

- Grade by Content
 Grade by Participants
 Grade Offline Using Excel

Participants: Office of State Procurement (Chris Wuchte), AJON Inc (Austin Bachman), Bachman and Associates (Austin Bachman) [\[Select Other Participants\]](#)

All Content [Filter](#) View: [Gradable](#)

Name	Overall Weight	AJON Inc	Bachman and Associates	Office of State Procurement
Totals	100%			
15 Company Background and Experience	13%			
15.1 Briefly describe the company's experience providing TSMO services in no more than 1 paragraph. It is desired that the company have at least 5 years of TSMO experience.	2.5%	No Grade	No Grade	No Grade
		Our company has more than 20 years of TSMO experience. We have held and lost more than 14 contracts for such services. Our origins are in maritime navigations.	For more than 25 years, the Bachman and Associates has been a leader in using technology, coordinated management and operations strategies to deliver better transportation customer services throughout the United States. Bachman and Associates Transportation Systems Management and Operations (TSMO) Program Plan (TSMO Plan) documents the company's TSMO strategic vision, goals, current processes, and recommended actions. The purpose of the plan is to implement data-driven decisions to make the transportation network safer, more efficient, and more reliable over the next five (5) years.	Relevant experience: we have done data management for accidents for the state of Mississippi.
			No Grade	No Grade

(%) indicates system score



Grade Responses

Choose how you want to grade:

- Grade by Content
 Grade by Participants
 Grade Offline Using Excel

Participants: Office of State Procurement (Chris Wuchte), AJON Inc (Austin Bachman), Bachman and Associates (Austin Bachman) [\[Select Other Participants\]](#)

All Content [Filter](#)

View: [Gradable](#) | [Update Total Points](#)

Name	Overall Weight	AJON Inc	Bachman and Associates	Office of State Procurement
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(%) indicates system score



Grade Responses

Choose how you want to grade:

- Grade by Content
 Grade by Participants
 Grade Offline Using Excel

Participants: Office of State Procurement (Chris Wuchte), AJON Inc (Austin Bachman), Bachman and Associates (Austin Bachman) [\[Select Other Participants\]](#)

All Content [Filter](#)

View: [Gradable](#) | [Update Total Points](#)

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			No Grade	No Grade

(%) indicates system score



Grade Responses

Choose how you want to grade:

- Grade by Content
 Grade by Participants
 Grade Offline Using Excel

Participants: Office of State Procurement (Chris Wuchte), AJON Inc (Austin Bachman), Bachman and Associates (Austin Bachman) [\[Select Other Participants\]](#)

All Content [Filter](#)

View: [Gradable](#) | [Update Total Points](#)

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			No Grade	No Grade

(%) indicates system score



Adjective Rating Scale

Adjective Rating
Excellent
Very Good
Good
Poor
Very Poor
Inadequate

Score (Percentage of Available Points)
100%
80%
60%
40%
20%
0%



Grade Responses

Submit Cancel Save as Draft

Comments

Want to grade:

Grade by Comment Grade by Participants Grade Offline Using Excel

Participants: Office of State Procurement (Chris Wuchte), AJON Inc (Austin Bachman), Bachman and Associates (Austin Bachman) [Select Other Participants]

All Content Filter

View: Gradable Update Total Points

Overall Weight	AJON Inc	Bachman and Associates	Office of State Procurement
15.1 Briefly describe the company's experience providing TSMO services in no more than 1 paragraph. It is desired that the company have at least 5 years of TSMO experience.	2.5% No Grade	2.5% No Grade	2.5% No Grade
15.2 Demonstrate experience in analyzing Louisiana traffic laws.	2.5% No Grade	2.5% No Grade	2.5% No Grade

(%) indicates system score
 Submit Cancel Save as Draft

Comments

The screenshot displays the SAP Ariba Procurement system interface. At the top, the browser address bar shows the URL: `s3.ariba.com/Sourcing/Main/jw7awh+r8awssk+lHnNpqyGR8?realm=Louisiana#b0`. The page header includes the Louisiana logo and navigation links such as "proactLA Procure...", "proactLA Contracts", "Box", "Arba - Test", "Arba - Production", "Home - TABLEAU...", "LaGov", "Procurement U", "Mural", "Discussion Board", "Louisiana Law Search", "LaPAC Public Menu", "Arba Support", and "LaPAC Log".

The main content area is titled "Grade Responses" and features a "Submit" button, a "Cancel" button, and a "Save as Draft" button. Below this, there is a "Grade by Comment" option and a "Grade Offline Using Excel" option. A "View:" dropdown is set to "Gradable", and an "Update Total Points" button is visible.

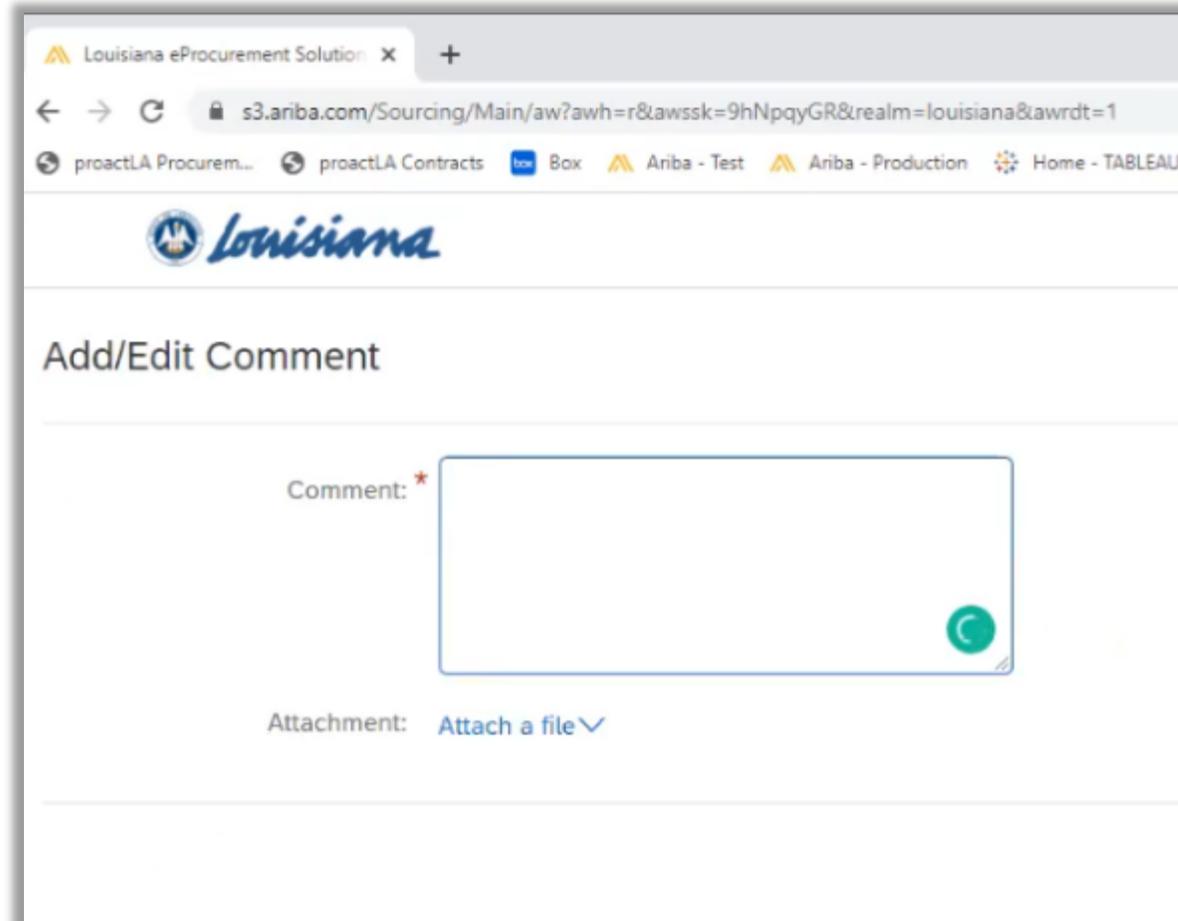
The central part of the screen shows a list of items for grading. A red box highlights a comment icon (a blue speech bubble with a plus sign) next to a "No Grade" dropdown menu. The item being graded is 15.1, with a weight of 2.5%. The description for 15.1 is: "Briefly describe the company's experience providing TSMO services in no more than 1 paragraph. It is desired that the company have at least 5 years of TSMO experience." The response text reads: "Our company has more than 20 years of TSMO experience. We have held and lost more than 14 contracts for such services. Our origins are in maritime navigations. For more than 25 years, the Bachman and Associates has been a leader in using technology, coordinated management and operations strategies to deliver better transportation customer services throughout the United States. Bachman and Associates Transportation Systems Management and Operations (TSMO) Program Plan (TSMO Plan) documents the company's TSMO strategic vision, goals, current processes, and recommended actions. The purpose of the plan is to implement data-driven decisions to make the transportation network safer, more efficient, and more reliable over the next five (5) years. Relevant experience: we have done data management for accidents for the state of Mississippi."

Below item 15.1 is item 15.2, with a weight of 2.5%. The description for 15.2 is: "Demonstrate experience in analyzing Louisiana traffic laws." The response text reads: "We have an attorney. B&A has the ability to support and promote the 'Open Roads Agreement' outlined in La. R.S. 32:151, which include the following: assist incident and emergency response agencies and personnel, maintain recurring and non-recurring traffic connection on the highways. We have performed similar tasks in neighboring states, but we have been..."

At the bottom of the screen, there is a progress bar and a "Submit" button, "Cancel" button, and "Save as Draft" button. The footer includes the SAP Ariba logo, the user name "Austin Bachman (austin.bachman@la.gov)", the date and time "Sat 08/27/2022 9:05 AM", the location "State of Louisiana | CSR, 143", and the copyright notice "© 1996 - 2022 Ariba Inc. All Rights Reserved".

Comments Needed

(Consensus Meeting and Debriefings)



The screenshot shows a web browser window with the following details:

- Browser tab: Louisiana eProcurement Solution
- Address bar: s3.ariba.com/Sourcing/Main/aw?awh=r&lawssk=9hNpqyGR&realm=louisiana&awrdt=1
- Navigation bar: proactLA Procurem..., proactLA Contracts, Box, Ariba - Test, Ariba - Production, Home - TABLEAU.
- Logo: Louisiana
- Section: Add/Edit Comment
- Form field: Comment: * (with a large empty text area and a green circular icon in the bottom right corner)
- Attachment: Attach a file





All Content Filter

View: Gradable Update To

Name ↑	Overall Weight	AJON Inc	Bachman and Associates	Office of State Procurement
Totals	100%			
15 Company Background and Experience	13%			
15.1 Briefly describe the company's experience providing TSMO services in no more than 1 paragraph. It is desired that the company have at least 5 years of TSMO experience.	2.5%	60%	80%	10%
15.2 Demonstrate experience in analyzing Louisiana traffic laws.	2.5%	No Grade	No Grade	No Grade
15.3 Provide information about services provided in response to a major incident, such as a natural disaster, terrorist activity, Hazmat incidents, or an evacuation.	2.5%	No Grade	No Grade	No Grade
15.4 What was learned from the response to the major incident?	2.5%	No Grade	No Grade	No Grade



<p>15.2 Demonstrate experience in analyzing Louisiana traffic laws. ▾</p>	<p>2.5%</p>	<p>No Grade ▾</p> <p>We have an attorney on speed dial to handle such minutiae.</p>	<p>No Grade ▾</p> <p>B&A has the ability to support and promote the "Open Roads Agreement" outlined in La. R.S. 32:151, which include the following:</p> <ul style="list-style-type: none"> •assist incident and emergency response agencies and personnel, •manage recurring and non-recurring traffic congestion on the highways, •create and disseminate information to travelers, •maintain information databases and create reports using databases, •perform additional operation support service which may include manage queue warning systems and smart work zone operation. 	<p>No Grade ▾</p> <p>We have performed similar tasks in neighboring states, but we have been researching their traffic laws during this rfp process and we will be able to adapt.</p>
<p>15.3 Provide information about services provided in response to a major incident, such as a natural disaster, terrorist activity, Hazmat incidents, or an evacuation. ▾</p>	<p>2.5%</p>	<p>No Grade ▾</p> <p>We were the navigators for the HMS Titanic as well as responsible for developing the safety plan. Under our leadership, nearly half of the passengers survived when the ship sank!</p>	<p>No Grade ▾</p> <p>Bachman and Associates recently developed an ITS Master Plan (LaDOT Bachman District, 2021). While the district does not plan to install a district Traffic Management Center (TMC), they do have plans to install videowalls in several strategic locations so that they may access camera views to support response to emergencies, major incidents, or reports of traffic signal issues. Bachman District plans to work with the Louisiana and the Traffic Division to determine access and control logistics.</p>	<p>No Grade ▾</p> <p>We have worked with hurricane evacuations in Mississippi. Louisiana will face similar disasters.</p>
<p>15.4 What was learned from the response to the major incident? ▾</p>	<p>2.5%</p>	<p>No Grade ▾</p> <p>More lifeboats, less icebergs.</p>	<p>No Grade ▾</p> <p>Achieving optimum response. Difficult scene access. Personnel/equipment resource lists. Towing and recovery Vehicle Identification Guide. Instant tow dispatch procedures. Enhanced computer-aided dispatch. Dual/optimized dispatch procedures.</p>	<p>No Grade ▾</p> <p>It is never too early to start but it can be too late to start.</p>
<p>15.5 How the company adapted its procedures based on the lessons learned? ▾</p>	<p>2.5%</p>	<p>No Grade ▾</p> <p>We eliminated the maritime portion of our</p>	<p>No Grade ▾</p> <p>Based on lessons learned, Bachman and Associates have detected, documented and implemented best practice strategies for the following categories:</p> <ul style="list-style-type: none"> -Detection and Verification -Traveler Information -Response-Scene Management and Traffic Control -Quick Clearance and Recovery 	<p>No Grade ▾</p> <p>warn officials early</p>

(%) indicates system score

Submit your responses and mark the task as complete.



Note: LESA Updates

- State is currently making improvements to make it more efficient



Schedule

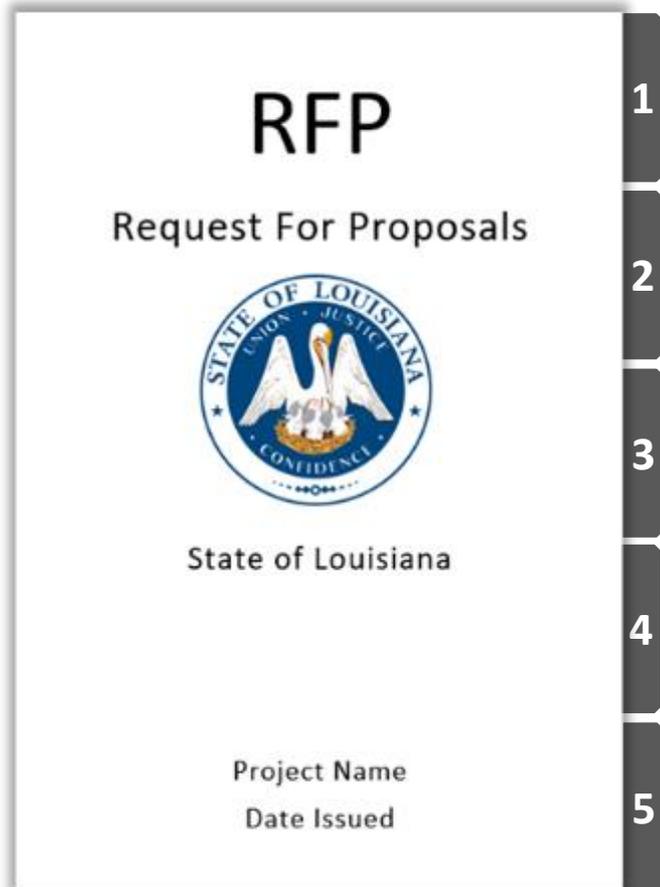
- Committing to schedule is crucial (internally and externally)
- Holidays
- Vacations
- Important Events (year end, school, etc.)



ACTIVITY	DURATION	START	END	JAN	FEB	MAR	APR												
ADVERTISEMENT PERIOD	6 Weeks	1-Jan	12-Feb	█	█	█	█	█	█										
Pre-Proposal Meeting	1 Day	10-Jan	10-Jan		█														
Site-Walk	1 Day	10-Jan	10-Jan		█														
Questions Due	4 Weeks	1-Jan	29-Jan	█	█	█	█												
Answers Posted	1 Week	29-Jan	5-Feb					█											
Proposal Due Date	1 Day	12-Feb	12-Feb						█										
EVALUATION PERIOD	9 Weeks	12-Feb	14-Apr							█	█	█	█	█	█	█	█	█	█
Proposals Evaluated	3 Weeks	13-Feb	5-Mar							█	█	█							
Initial Shortlist	3 Days	5-Mar	10-Mar										█						
Notification of Shortlist	1 Week	10-Mar	17-Mar											█					
Interviews	1 Week	17-Mar	24-Mar												█				
Identification of Best Offeror	1 Week	24-Mar	31-Mar													█			
Contract Negotiations	2 Weeks	31-Mar	14-Apr														█	█	
AWARD / CONTRACT SIGNED	1 Day	15-Apr	15-Apr																█



Submittal Forms



1

Administrative Requirements

2

Evaluation Procedures

3

Proposal Instructions

4

Submittal Forms & Attachments

Consistent Format

5

Scope of Work



Goal & Objectives

- Frustrate vendors
- Difficult to determine what to submit
- Increase the odds of missing something
- Increase the time vendors have to spend



Example:

- The Offeror is required to comply with the Province's accessibility policies, practices and procedures established in accordance with the Accessibility for Ontarians with Disabilities Act, 2005 (AODA). The Offeror must identify if your company have an accessibility policy? If so, Offerors may include a copy of the policy. Identify if your company provide accessibility training and resources to all employees? If so, please describe. Identify if your company provide accessible customer service? If so, please describe. Describe the accessibility features of the service your company is offering. What is your company's process for regular review and updates on accessibility within your industry? Does your service comply with all relevant portions of the AODA? Please describe. Offerors should also include their most recent AODA compliance report, or similar if outside of Ontario. If your company's service does not currently meet AODA or similar accessibility standards, is there an action plan to reach compliance? Please describe and include timelines.



Example:

- The Offeror is required to comply with the Province's accessibility policies, practices and procedures established in accordance with the Accessibility for Ontarians with Disabilities Act, 2005 (AODA). The Offeror must identify if your company have an accessibility policy? If so, Offerors may include a copy of the policy. Identify if your company provide accessibility training and resources to all employees? If so, please describe. Identify if your company provide accessible customer service? If so, please describe. Describe the accessibility features of the service your company is offering. What is your company's process for regular review and updates on accessibility within your industry? Does your service comply with all relevant portions of the AODA? Please describe. Offerors should also include their most recent AODA compliance report, or similar if outside of Ontario. If your company's service does not currently meet AODA or similar accessibility standards, is there an action plan to reach compliance? Please describe and include timelines.

1) Does your company have an accessibility policy? Yes No
If so, Offerors may include a copy with your submission

2) Does your company provide accessibility training and resources to all employees? Yes No
If so, please describe

3) Does your company provide accessible customer service? Yes No
If so, please describe

4) Describe the accessibility features of the service your company is offering.

5) What is your company's process for regular review and updates on accessibility within your industry?

6) Does your service comply with all relevant portions of the AODA? Yes No
If so, please describe

Offerors should also include their most recent AODA compliance report, or similar if outside
of Ontario, with submission in Bonfire under 'Supporting Documentation'.

7) If your company's service does not currently meet AODA or similar accessibility standards, is there an action plan to reach compliance? Yes No
If so, please describe and include timelines



All Criteria Must Be Transformed into a Submittal Form Template!

SUBMITTAL FORM A
Proposer Information

PROJECT INFORMATION
RFP Number: _____
Project Name: _____

PROPOSER INFORMATION
Company Name: _____
Contact Information (Individual that can be contacted for clarification on this proposal package):
Name: _____
Title: _____
Email: _____
Telephone: _____

TAX REGISTRATION CERTIFICATE OR VENDOR REGISTRATION NUMBER
Each Proposer must provide the Controller's Office with a registration account number issued by the Los Angeles Office of Finance, prior to being paid for any goods or services provided. Persons engaged in any business or occupation within the City of Los Angeles are required to register and pay the required tax. Businesses, including Proposers, subject to this tax are issued a Business Tax Registration Certificate (BTRC) or a Vendor Registration Number (VRN). A BTRC application package is provided in the exhibit of this RFP. Additional information regarding this requirement may be obtained at Office of Finance, Tax & Permit Division, 300 North Spring Street, Room 101, Los Angeles, CA 90012, Phone: (844)663-4411, or on the web at <http://www.lacity.org/finance/>. Please provide your Tax Registration Certificate (TRC) and/or your Vendor Registration Number (VRN) below:
Tax Registration Certificate (TRC): _____
Vendor Registration Number (VRN): _____

TAXPAYER IDENTIFICATION NUMBER (TIN)
The Internal Revenue Service (IRS) requires that all service providers and goods and materials suppliers furnish a Taxpayer Identification Number (TIN) to the party that pays them. After the proposal's due date and upon request by Supply Chain Services, the "Request for Taxpayer Identification Number and Certification (Form W-9)" SHALL be emailed to the Utility Buyer within 5 business days. Any change in Form W-9 information, including legal name or address of the Proposer, will require a submittal of a new Form W-9. Please provide your Taxpayer Identification Number (TIN) below:
Taxpayer Identification Number (TIN): _____

CONTRACTOR LICENSE
Please provide your California Contractor License below:
Contractor License: _____

SUBMITTAL FORM I
Past Performance Questionnaire

LADWP has requested past performance information on vendors. The vendor listed below has identified you as a client for which they have previously performed work for. We would appreciate you taking the time to complete this survey.

PART A – VENDOR NAME
Name of the DB Firm: _____

PART B – PROJECT BACKGROUND
Client Name: _____
Project Name: _____
Location (City/State): _____
Date Completed: _____
Project Size (\$): _____

PART C – REFERENCE EVALUATION
Please rate your overall level of satisfaction on a scale of 1 to 10 (with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied).

CRITERIA	UNIT	RATING
Ability to manage costs	(1-10)	
Ability to manage schedule	(1-10)	
Ability to meet quality expectations	(1-10)	
Overall customer satisfaction	(1-10)	

Please provide any additional comments (consider anything you would do differently, the greatest risks/problems/challenges that were encountered, accomplishments, etc.):

Printed Name of Evaluator: _____ Title: _____ Phone Number: _____ Signature: _____
 Thank you for your time and effort in assisting us in this important endeavor.
 Please return the completed survey to: << The Vendor should enter a valid fax or email here >>

SUBMITTAL FORM E
Approach & Methodology

SPECIAL REQUIREMENTS: This Submittal Form must NOT contain any names that can be used to identify the Proposer, must NOT identify the cookies, and must NOT exceed the maximum page limit (see RFP Sections 4.6).



Creating Submittal Forms Will Help You Visualize What You Will Receive

